

78-5150

DD/A Registry

File *Personnel-11*

6 APR 1978

MEMORANDUM FOR: Deputy Director for Administration  
FROM: Director of Central Intelligence  
SUBJECT: Employee Suggestions

I'd appreciate getting a quick run-down on what we have received from the suggestion boxes over the last number of months we've had them. I'm interested partly in the quantity but also the quality. What kinds of things have been recommended and have we been able to use them? We might well want to make some mention in the Director's Notes of how we have been able to use these suggestions.

  
STANSFIELD TURNER

STATINTL

# OFFICIAL ROUTING SLIP

STATINTL

TO	DATE	INITIALS
1 [REDACTED]		
2 Director of Personnel [REDACTED]		
3		
4		
5		
6		

ACTION	DIRECT REPLY	PREPARE REPLY
APPROVAL	DISPATCH	RECOMMENDATION
COMMENT	FILE	RETURN
CONCURRENCE	INFORMATION	SIGNATURE

Att: DDA 78-1464

## Remarks:

Please buzz me when you get this. We have reported, to my memory, several times on this already. You wonder if it is worth it!

FOLD HERE TO RETURN TO SENDER

FROM: N [REDACTED]

DATE

Deputy Director for Administration

7 Apr 78

UNCLASSIFIED

CONFIDENTIAL

SECRET

FORM NO. 1-67

237

Use previous editions

(40)

STATINTL

"Please buzz me when you get this. We have reported, to my memory, several times on this already. You wonder if it is worth it!  
/s/Jack Blake"

DDA:JFBlake:kmg (7 Apr 78)

Distribution:

Orig RS - D/Pers w/cy of Att

1 - DDA Subj w/cy of Att

1 - DDA Chrono

1 - JFB Chrono

Att: Memo dtd 6 Apr 78 to DDA fr DCI, subj:

UNCLASSIFIED	CONFIDENTIAL	SECRET
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### OFFICIAL ROUTING SLIP

TO	NAME AND ADDRESS	DATE	INITIALS
1	EO/DDA	7 APR 1978	<i>[Signature]</i>
2			
3	ADDA	7 APR 1978	<i>[Signature]</i>
4			
5	DDA		
6	Sybil		

<input type="checkbox"/> ACTION	<input type="checkbox"/> DIRECT REPLY	<input type="checkbox"/> PREPARE REPLY
<input type="checkbox"/> APPROVAL	<input type="checkbox"/> DISPATCH	<input type="checkbox"/> RECOMMENDATION
<input type="checkbox"/> COMMENT	<input type="checkbox"/> FILE	<input type="checkbox"/> RETURN
<input type="checkbox"/> CONCURRENCE	<input type="checkbox"/> INFORMATION	<input type="checkbox"/> SIGNATURE

DDA 78-1464

**Remarks:**

Orig sent to D/O P for Action. 4/7

*won't show much!*

FOLD HERE TO RETURN TO SENDER

FROM: NAME, ADDRESS AND PHONE NO.

DATE

UNCLASSIFIED	CONFIDENTIAL	SECRET
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~~ADMINISTRATIVE -- INTERNAL USE ONLY~~

DD/A Registry

77-5469


DD/A Registry

File Personnel-3-2

5 OCT 1977

STATINTL

MEMORANDUM FOR: Acting Deputy Director for Administration

FROM :   
Acting Director of Personnel

SUBJECT : Suggestion Box Program

1. Action Requested: The Suggestion Box Program was established on 15 June 1977 for a trial period of 90 days. Approval is requested for a six month extension of the Program.

2. Background: Since 15 June 1977, special "Suggestion Boxes" have been located in various Agency buildings to afford employees an opportunity to make suggestions or comments on any subject they wish. The system was announced by a memorandum to all employees from the Director of Central Intelligence (copy attached) and provided for anonymous submissions. The initial trial period was to be 90 days.

3. Staff Position: It is difficult for the Office of Personnel to evaluate the effectiveness of the Suggestion Box system since the suggestions and comments were sent to the appropriate offices for direct response or action. We do know that since 15 June a total of 33 suggestions or comments was put into the Suggestion Boxes by employees. Since there is some employee interest and only minimum resources are required to operate the Suggestion Box Program, it appears worthwhile to continue the Program for an additional period of time.

4. Recommendation: It is recommended that approval be granted for a six month extension of the Suggestion Box Program.

STATINTL

Att

SUBJECT: Suggestion Box Program

APPROVED: /s/ Michael J. Malanick  
Acting Deputy Director for Administration

DISAPPROVED: Acting Deputy Director for Administration

DATE: 7 OCT 1977

Distribution:

- 0 - Return to AD/Pers
- ~~2~~ - A/DDA Subject
- 1 - AD/Pers
- 2 - BSD (1 w/held)

OP/BS [REDACTED]:mem (4 Oct 77)

STATINTL

CENTRAL INTELLIGENCE AGENCY  
WASHINGTON, D.C. 20505

15 June 1977

MEMORANDUM FOR ALL EMPLOYEES

1. I have invited all employees to direct written and private communications to me whenever they have comments or suggestions that they wish to bring to my attention. One recent memorandum contained a suggestion that boxes be provided in which employees could place their written suggestions, comments, opinions or ideas. It was further suggested that these comments be addressed to office directors or equivalent levels of senior management.

2. There is a need to open more personalized communications in the Agency, and I believe that this suggestion has considerable merit. I have, therefore, directed that such a program be implemented on a trial basis for 90 days.

3. Beginning 15 June 1977, suggestion boxes will be placed in close proximity to the guard desks at the following buildings:

STATINTL

Ame's  
Chamber of Commerce

STATINTL

South  
Key

In the Headquarters Building, they will be at the following locations:

Main Receptionist Area  
Security Duty Office  
Guard's Desk, South Cafeteria  
Guard's Desk, North Cafeteria

Employees working in other locations may forward their comments to:

"Suggestion Box"  
c/o Chief, Benefits & Services Division  
Room 5E56, Headquarters Building

4. Suggestions and comments may be submitted in any manner but should, if possible, be contained in a sealed envelope addressed to the appropriate office director or senior official. Envelopes received in this manner will be forwarded directly to the addressee unopened. The suggestions need not be signed; but if they are, a response will be provided by the office to which the communication is addressed.

5. It is recognized that many of the comments will be of a classified nature, and information through the SECRET level may be deposited in these special suggestion boxes. Suggestions involving material classified above the SECRET level or involving special clearance material can be delivered directly to the office of the Chief, Benefits and Services Division [REDACTED] Headquarters Building.

6. I encourage each one of you to recognize this opportunity, and look forward to the positive results that your comments will achieve.

[REDACTED]  
STANSFIELD TURNER  
Director

STATINTL

ADMIN: INTERNAL USE ONLY  
OFFICE OF THE DIRECTOR

Approved For Release 2002/01/24 : CIA-RDP81-00142R00050006  
Date: 13 June 77

TO: Bernie

FROM: DG

SUBJECT: Two DCI Signature Items:

DCI Memo to All Employees re installation of Suggestion Boxes

REMARKS: DCI memo to Employee who had idea..

If possible, these two memos should be signed by DCI this afternoon, so they can be sent out tomorrow. The suggestion boxes are all ready to be placed in the appropriate locations tomorrow.

Note that the memo to all employees refers to suggestion boxes to be placed at seven of the buildings used by CIA in DC and Virginia. These buildings are under [REDACTED] of the [REDACTED] which means our presence there is not talked about generally. The identities of these buildings also are found in our unclassified shuttle bus schedules.

These boxes, located near guard desks, are e upped to holed up to Secret level material.

\* *Director's notes*  
*also*  
*15 JUN 1977*

ACTION

STATINTL

Approved For Release 2002/01/24 : CIA-RDP81-00142R00050006

ADMIN: Internal Use Only



STATINTL

MEMORANDUM FOR:

DDA

Executive Registry

77-7513/4

Note DCT's  
request for coverage  
in DCT's Notes \*

Date

15 June.

FORM 101 USE PREVIOUS  
5-75 EDITIONS

STATINTL

DDA 77-2932

2 JUN 1977

MEMORANDUM FOR: Deputy Director for Administration

FROM: F. W. M. Janney  
Director of Personnel

SUBJECT: Suggestion Box for Employees

STATINTL

1. Action Requested: That you approve the recommendations contained in paragraph 4.

2. Background: An employee, [REDACTED] submitted a suggestion to the Director that there be located in each office a box in which employees could deposit their suggestions, comments, anything they wished to say, opinions or ideas, signed or unsigned. At your suggestion, the Director approved a modification of this idea to provide that Employee Suggestion Boxes would be prominently located in close proximity to the main entrances of our buildings in the metropolitan Washington, D. C., area for an experimental period of three months. This could be preceded by the issuance of an Employee Bulletin describing the purpose and operation of the program.

3. Staff Position: The Office of Personnel has coordinated with the Offices of Security and Logistics to plan the action necessary to implement this program.

Employee Suggestion Boxes can be placed in close proximity to the guard desks at the following buildings, beginning 15 June 1977:

- a. Ames Guard's Desk
- b. Key Guard's Desk
- c. Chamber of Commerce Guard's Desk
- d. South Guard's Desk
- e. [REDACTED]
- f. [REDACTED]
- g. [REDACTED]

In the Headquarters Building, they will be located as follows:

- a. Main Receptionist Area
- b. Security Duty Office
- c. Guard's Desk, South Cafeteria
- d. Guard's Desk, North Cafeteria

The Office of Security is prepared to assume responsibility for emptying the boxes located in Headquarters Building at the end of each day and will turn the contents over to the Office of Personnel. In the other buildings, it will be the receptionists' duty to retrieve the boxes at the end of the working day, forward the contents to the Office of Personnel, secure the boxes for the evening, and remount them the following morning. The receptionists and Security Duty Officers will send addressed items directly to the addressee; if an addressee is not specified, the Office of Personnel will determine the proper recipient. Offices receiving signed items would be expected to respond directly to the writers.

Items deposited in the Employee Suggestion Boxes should not be classified higher than SECRET, nor should they concern material or information involving special clearances. The Suggestion Boxes themselves will be marked SECRET. Material which is classified TOP SECRET or involves codeword material will be handcarried directly to the Office of the Chief of Benefits and Services, [REDACTED]

25X1A

The proposed target date for commencing the use of the Employee Suggestion Boxes is 15 June. It would be necessary, therefore, to publish before that date an Employee Bulletin to announce the program.

STATINTL

4. Recommendation: That you: (1) approve the installation of Employee Suggestion Boxes, classified SECRET, in the lobbies of the buildings mentioned above; (2) approve for forwarding to the Director the proposed Employee Bulletin announcing the program and a memorandum from the Director to [REDACTED]

[REDACTED]  
F. W. M. Janney ✓

Attachments

1. Employee Bulletin [REDACTED]
2. Memo from DCI to [REDACTED]

STATINTL

STATINTL

## ROUTING AND RECORD SHEET

SUBJECT: (Optional)

Suggestion Box for Employees

*ER 77-7517/273*

FROM:

John F. Blake  
Deputy Director for Administration

EXTENSION

NO.

DDA 77-2932

DATE

3 JUN 1977

25X1A

TO: (Officer designation, room number, and building)

DATE

RECEIVED

FORWARDED

OFFICER'S INITIALS

COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)

1.	<del>DCI</del> <i>DDCI</i>	<i>6-4</i>	<i>HK</i>
2.	<i>DCI</i>	<i>Rec'd 15 JUN 1977</i>	<i>ST</i>
3.			
4.	STATINTL		
5.			
6.			
7.			
8.			
9.			
10.			
11.			
12.			
13.			
14.			
15.			

The attached memo, "Suggestion Box for Employees," from the Director of Personnel to the DDA was prepared in response to your request. A Memorandum for All Employees and a Memorandum to [redacted] are enclosed for your signature.

Michael J. Malanick  
ADDA

Attachments

cc: DDCI w/atts

**DD/A Registry**  
**File** *Personnel-3-7*

77-75176

DDA 77-2506

3 May 1977

MEMORANDUM FOR: Director of Central Intelligence

FROM: John F. Blake  
Deputy Director for Administration

SUBJECT: Employee Suggestion

1. Action Requested: That you approve a revision to an employee's recommendation concerning the submission of suggestions.

2. Background:

On Saturday, 30 April, you gave me the attached suggestion by an employee. In essence, it recommends:

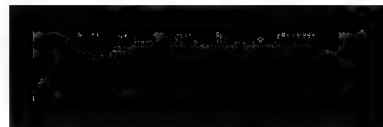
"Each office director could have a box in which employees could deposit their comments, anything they wish to say, opinions or ideas, signed or unsigned."

I believe there is merit in the principle of the suggestion, but also believe that some revision to the implementing details will offer an opportunity for a more successful program. There are approximately 40 operating components in the Agency which are headed either by office directors or, in the case of DDO, by division chiefs. A considerable number of these components are not all collocated and in certain cases units of a given component are located in as many as five different physical locations. This physical dispersion would make it somewhat difficult for a great number of employees to have access to the suggestion box. Secondly, there may be some reticence on the part of certain employees to deposit a suggestion in a receptacle which is located near or could be under the physical observance of either the office director or members of his immediate staff.

I would suggest that for an experimental period of three months we operate in the following fashion. An "Employee Suggestion Box" prominently located and highly visibly marked be put in close proximity to the main entrances of all our buildings in the metropolitan Washington area. Arrangements would be made at the close of business each day to have the box emptied and its contents delivered to a central point. This program would be preceded by the distribution of an Employee Bulletin which describes its operation. That bulletin would say, among other things, that the

suggestion could be put in an envelope and addressed to any operating component head by name. If the suggestion were more in the nature of a general Agency contribution and the employee could not identify the proper action office, I would assume the responsibility in this Directorate of establishing a point to determine the proper recipient of the suggestion for action. There are certain other details that would have to be worked out, such as the proper security safeguards because some of the suggestions could be of a classified nature; appropriate type receptacles would have to be designed and fabricated; etc. I foresee no great difficulties and, hopefully, only an expenditure of a modest amount of funds.

3. Recommendation: It is recommended that you approve the placing of "Employee Suggestion Boxes" at the main entrances to our buildings in the metropolitan Washington area and the development of an Employee Bulletin, for your signature, which announces the operation of this plan on an experimental three-month basis.



STATINTL

John F. Blake

Att

APPROVED: [Signature]  
Director of Central Intelligence

DISAPPROVED: \_\_\_\_\_  
Director of Central Intelligence

DATE: 11 MAY 1977

Distribution:

- Orig - DCI (for return to DDA)
- 1 - DCI
- 1 - DDCI
- 1 - ER

29 April 1977

TO: ADMIRAL STANSFIELD TURNER

I would like to offer a suggestion to you that I think might help to improve the CIA. You have invited people to give you their comments, suggestions, etc., in letters to you, signed or unsigned. I was thinking that it might be helpful to have the same set-up in each office, of which I think there are 35. Each office director could have a box in which employees could deposit their comments, anything they wish to say, opinions or ideas, signed or unsigned. The system should be readily accessible, and one that could be used all year round. If this were a highly encouraged project, I think people would have a high tendency to use it. Thank you.

STATINTL

Approved For Release 2002/01/24 : CIA-RDP81-00142R000500040028-6

SENDER WILL CHECK CLASSIFICATION TOP AND BOTTOM

**OFFICIAL ROUTING SLIP**

TO	NAME AND ADDRESS	DATE	INITIALS
1	Director of Central Intelligence	Mr Knack 5/9	HL
2	[REDACTED]		
3	DCI	9 MAY 1977	ALH
4	Deputy Director for Administration	11 MAY 1977	
5	[REDACTED]		
6			
ACTION		DIRECT REPLY	PREPARE REPLY
APPROVAL		DISPATCH	RECOMMENDATION
COMMENT		FILE	RETURN
CONCURRENCE		INFORMATION	SIGNATURE

**Remarks:**

DCI has specific interest in this document.

TOA  
See DCI's note to you

**FOLD HERE TO RETURN TO SENDER**

FROM: NAME, ADDRESS AND PHONE NO.	DATE
Deputy Director for Administration	2 May 77
UNCLASSIFIED	CONFIDENTIAL
SECRET	



DDA 77-2932

MEMORANDUM FOR: Deputy Director for Administration

FROM: F. W. M. Janney  
Director of Personnel

SUBJECT: Suggestion Box for Employees

STATINTL

1. Action Requested: That you approve the recommendations contained in paragraph 4.

2. Background: An employee [REDACTED] submitted a suggestion to the Director that there be located in each office a box in which employees could deposit their suggestions, comments, anything they wished to say, opinions or ideas, signed or unsigned. At your suggestion, the Director approved a modification of this idea to provide that Employee Suggestion Boxes would be prominently located in close proximity to the main entrances of our buildings in the metropolitan Washington, D. C., area for an experimental period of three months. This could be preceded by the issuance of an Employee Bulletin describing the purpose and operation of the program.

3. Staff Position: The Office of Personnel has coordinated with the Offices of Security and Logistics to plan the action necessary to implement this program.

Employee Suggestion Boxes can be placed in close proximity to the guard desks at the following buildings, beginning 15 June 1977:

- a. Ames Guard's Desk
- b. Key Guard's Desk
- c. Chamber of Commerce Guard's Desk
- d. South Guard's Desk
- e. [REDACTED]
- f. [REDACTED]
- g. [REDACTED]

STATINTL

In the Headquarters Building, they will be located as follows:

- a. Main Receptionist Area
- b. Security Duty Office
- c. Guard's Desk, South Cafeteria
- d. Guard's Desk, North Cafeteria

The Office of Security is prepared to assume responsibility for emptying the boxes located in Headquarters Building at the end of each day and will turn the contents over to the Office of Personnel. In the other buildings, it will be the receptionists' duty to retrieve the boxes at the end of the working day, forward the contents to the Office of Personnel, secure the boxes for the evening, and remount them the following morning. The receptionists and Security Duty Officers will send addressed items directly to the addressee; if an addressee is not specified, the Office of Personnel will determine the proper recipient. Offices receiving signed items would be expected to respond directly to the writers.

Items deposited in the Employee Suggestion Boxes should not be classified higher than SECRET, nor should they concern material or information involving special clearances. The Suggestion Boxes themselves will be marked SECRET. Material which is classified TOP SECRET or involves codeword material will be handcarried directly to the Office of the Chief of Benefits and Services, [REDACTED]

25X1A

The proposed target date for commencing the use of the Employee Suggestion Boxes is 15 June. It would be necessary, therefore, to publish before that date an Employee Bulletin to announce the program.

4. Recommendation: That you: (1) approve the installation of Employee Suggestion Boxes, classified SECRET, in the lobbies of the buildings mentioned above; (2) approve for forwarding to the Director the proposed Employee Bulletin announcing the program and a memorandum from the Director to [REDACTED]

[REDACTED]  
F. W. M. Janney ✓

STATINTL

STATINTL

Attachments

1. Employee Bulletin
2. Memo from DCI to [REDACTED]

Distribution:

- Orig & ① - DDA w/atts  
2 - D/OP w/atts  
1 - MJM Chrono w/atts

Retyped: ADDA/MJMalanick:lm (2 June 1977)

**Approved For Release 2002/01/24 : CIA-RDP81-00142R000500040028-6**

Background:

DDA 77-2506, Memo for DCI from DDA, dated 3 May, Subject: Employee Suggestion.

**Approved For Release 2002/01/24 : CIA-RDP81-00142R000500040028-6**

CENTRAL INTELLIGENCE AGENCY  
WASHINGTON, D.C. 20505

MEMORANDUM FOR ALL EMPLOYEES

1. I have invited all employees to direct written and private communications to me whenever they have comments or suggestions that they wish to bring to my attention. One recent memorandum contained a suggestion that boxes be provided in which employees could place their written suggestions, comments, opinions or ideas. It was further suggested that these comments be addressed to office directors or equivalent levels of senior management.

2. There is a need to open more personalized communications in the Agency, and I believe that this suggestion has considerable merit. I have, therefore, directed that such a program be implemented on a trial basis for 90 days.

3. Beginning 15 June 1977, suggestion boxes will be placed in close proximity to the guard desks at the following buildings:

Ames  
Chamber of Commerce

STATINTL

[REDACTED]

STATINTL

South  
Key

[REDACTED]

In the Headquarters Building, they will be at the following locations:

Main Receptionist Area  
Security Duty Office  
Guard's Desk, South Cafeteria  
Guard's Desk, North Cafeteria

Employees working in other locations may forward their comments to:

"Suggestion Box"  
c/o Chief, Benefits & Services Division  
Room 5E56, Headquarters Building



4. Suggestions and comments may be submitted in any manner but should, if possible, be contained in a sealed envelope addressed to the appropriate office director or senior official. Envelopes received in this manner will be forwarded directly to the addressee unopened. The suggestions need not be signed; but if they are, a response will be provided by the office to which the communication is addressed.

5. It is recognized that many of the comments will be of a classified nature, and information through the SECRET level may be deposited in these special suggestion boxes. Suggestions involving material classified above the SECRET level or involving special clearance material can be delivered directly to the office of the Chief, Benefits and Services Division [REDACTED] Headquarters Building.

6. I encourage each one of you to recognize this opportunity, and look forward to the positive results that your comments will achieve.

STANSFIELD TURNER  
Director

☐ UNCLASSIFIED☐ INTERNAL  
USE ONLY☐ CONFIDENTIAL☐ SECRET

Approved For Release 2002/01/24 : CIA-RDP81-00142R000500040028-6

## ROUTING AND RECORD SHEET

SUBJECT: (Optional)

## Suggestion Box for Employees

FROM:

John F. Blalock  
Deputy Director for Administration

EXTENSION

NO.

DDA 77-2932

DATE

3 JUN 1977

25X1A

TO: (Officer designation, room number, and building)

DATE

OFFICER'S  
INITIALS

COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)

RECEIVED

FORWARDED

STATINTL

1.  
DCI

The attached memo, "Suggestion Box for Employees," from the Director of Personnel to the DDA was prepared in response to your request. A Memorandum for All Employees and a Memorandum to [redacted] are enclosed for your signature.

[redacted]  
Michael J. Malanick  
ADDA

## Attachments

cc: DDCI w/atts

## Distribution:

Orig RS - DCI w/atts

1 RS - DDCI w/atts

1 RS - ER w/atts

2 RS - D/OP w/atts

1 RS - DDA Subject w/atts

1 RS - DDA Chrono w/atts

1 RS - MJM Chrono w/atts

ADDA/MJMalanick:lm (3 June 77)

## Attachments:

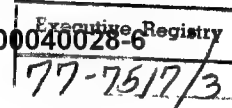
1. Memo for DDA from D/OP, dated 2 June 1977 (DDA 77-2932)

2. Memorandum for All Employees re Suggestion Boxes for DCI's Signature

3. Memorandum for [redacted] for DCI's Signature

Background: DDA 77-2506, Memo for DCI from DDA, dated 3 May 1977, Subject: Employee Suggestion.

Approved For Release 2002/01/24 : CIA-RDP81-00142R000500040028-6



Washington, D.C. 20505

STATINTL

16 JUN 1977

MEMORANDUM FOR:



SUBJECT:

Suggestion Box for Employees

REFERENCE:

Your Memorandum, Dated 29 April 1977

1. I am pleased to advise you of the action that has been taken on your recent suggestion to me concerning improved communication between employees and their office directors. The attached Memorandum for All Employees announces the implementation of a suggestion box program which is the direct product of your suggestion.

2. I hope that employees will accept this invitation to communicate with their office directors in the same fine spirit that prompted you to convey your thoughts to me. Such a free exchange will undoubtedly be a positive influence on us all, and I thank you for having brought the idea to my attention.

/s/ Stansfield Turner

STANSFIELD TURNER

Attachment

15 JUN 1977

MEMORANDUM FOR ALL EMPLOYEES

1. I have invited all employees to direct written and private communications to me whenever they have comments or suggestions that they wish to bring to my attention. One recent memorandum contained a suggestion that boxes be provided in which employees could place their written suggestions, comments, opinions or ideas. It was further suggested that these comments be addressed to office directors or equivalent levels of senior management.

2. There is a need to open more personalized communications in the Agency, and I believe that this suggestion has considerable merit. I have, therefore, directed that such a program be implemented on a trial basis for 90 days.

3. Beginning 15 June 1977, suggestion boxes will be placed in close proximity to the guard desks at the following buildings:

Ames  
Chamber of Commerce

STATINTL

South  
Key

STATINTL

In the Headquarters Building, they will be at the following locations:

Main Receptionist Area  
Security Duty Office  
Guard's Desk, South Cafeteria  
Guard's Desk, North Cafeteria

Employees working in other locations may forward their comments to:

"Suggestion Box"  
c/o Chief, Benefits & Services Division  
Headquarters Building





4. Suggestions and comments may be submitted in any manner but should, if possible, be contained in a sealed envelope addressed to the appropriate office director or senior official. Envelopes received in this manner will be forwarded directly to the addressee unopened. The suggestions need not be signed; but if they are, a response will be provided by the office to which the communication is addressed.

5. It is recognized that many of the comments will be of a classified nature, and information through the SECRET level may be deposited in these special suggestion boxes. Suggestions involving material classified above the SECRET level or involving special clearance material can be delivered directly to the office of the Chief, Benefits and Services Division [REDACTED] Headquarters Building.

6. I encourage each one of you to recognize this opportunity, and look forward to the positive results that your comments will achieve.

[REDACTED]  
STANSFIELD TURNER  
Director

STATINTL

2 JUN 1977

MEMORANDUM FOR: Associate Deputy Director for Administration

FROM: Robert W. Gambino  
Director of Security

SUBJECT: Comment Boxes for Employees

Mike:

1. As I mentioned to you on the phone yesterday, placing of the comment boxes adjacent to guard posts in the Headquarters Building and in the outlying buildings and requiring Office of Security servicing of these boxes, will place an inordinate demand upon very scarce Office of Security resources.

2. I would like to suggest an alternative solution which would provide the same type availability and anonymity to the users but would have less impact on Office of Security resources. In the outlying buildings which have been designated to have comment boxes, the guard desks are located in close proximity to the receptionists. The comment boxes could be placed within the visual control of the receptionists or the guard, as appropriate. However, it would be the receptionists' duty to retrieve the boxes at the end of the working day, forward the contents to the Office of Personnel, secure the boxes for the evening, and remount them the following morning.

3. In the Headquarters Building it is suggested that the boxes be placed in the main receptionist area, in the outer office adjacent to the Security Duty Office counter, and adjacent to the guard desks located in close proximity to both cafeterias. Headquarters boxes would be serviced by the Security Duty Office at the end of each working day in the same manner as noted above for receptionists.

4. It is believed that locating these boxes as indicated above would provide ready access to all employees, provide the anonymity desired by the Director, effect the security of these boxes since the contents may include classified material, and impact only marginally on Office of Security resources.

OS 7 2640

5. I would be happy to discuss this further if you feel it would be helpful.

  
Robert W. Gambino

STATINTL

D R A F TD R A F T

MEMORANDUM FOR: Deputy Director for Administration

FROM : F. W. M. Janney  
Director of Personnel

STATINTL

SUBJECT : *Suggestion*  
~~Comment~~ Box for Employees

1. Action Requested: That you approve the recommendations contained in paragraph 4.

2. Background: An employee, [REDACTED] submitted a suggestion to the Director that there be located in each office a box in which employees could deposit their *Suggestions* comments, anything they wished to say, opinions or ideas, signed or unsigned. At your suggestion, the Director approved a modification of this idea to provide that ~~a box, an~~ Employee Suggestion Box <sup>20</sup> would be prominently located in close proximity to the main entrances of our buildings in the metropolitan Washington, D. C. area for an experimental period of three months. This would be preceded by the issuance of an Employee Bulletin describing the purpose and operation of the program.

3. Staff Position: The Office of Personnel has coordinated with the Offices of Security and Logistics to plan the action necessary to implement this program.

Employee Suggestion Boxes can be placed <sup>close</sup> ~~in~~ *in proximity to* the Guard desks at the following buildings, beginning 15 June 1977:

STATINTL

Headquarters

Ames

Key

Chamber of Commerce

*a. main reception area*  
*4. Account, duty office*  
*5. Guards' desk South*  
*6. Guards' desk North*

STATINTL

The Office of Security is prepared to assume responsibility for emptying the boxes at the end of each day

and will turn the contents over to the Office of Personnel. *in Headquarters Bldg*

*other buildings, it will be the recipient's duty to*  
 The latter is prepared to send addressed items directly to

the addressee; if an addressee is not specified, the Office of Personnel <sup>will</sup> determine the proper recipient. Offices receiving signed items would be expected to respond directly to the writers.

Items deposited in the Employee Suggestion Boxes should not be classified higher than SECRET, nor should they concern material or information involving special clearances. The Suggestion Boxes themselves will be marked SECRET. *marked*

The proposed target date for commencing the use of the Employee Suggestion Boxes is 15 June. It would be necessary, therefore, to publish before that date an Employee Bulletin to announce the program. *to the Chief*

4. Recommendation: That you: (1) approve the installation of Employee Suggestion Boxes, classified SECRET, in the lobbies of the buildings mentioned above; (2) approve for forwarding to the Director the proposed Employee Bulletin announcing the program and a memorandum from the Director to *the Chief*

STATINTL

D R A F T

D R A F T

CIA Letterhead

MEMORANDUM FOR ALL EMPLOYEES

1. I have invited all employees to direct written and private communications to me whenever they have comments <sup>or suggestions</sup> of a constructive ~~nature~~ that they wish to bring to my attention. One recent memorandum contained a suggestion that boxes be provided in which employees could place their written <sup>suggestions</sup> comments, opinions or ideas. It was further suggested that these comments be addressed to office directors or equivalent levels of senior management.

2. There is a need to open more personalized communications in the Agency and I believe that this suggestion has considerable merit. I have, therefore, directed that such a program be implemented on a trial basis for 90 days.

3. Beginning 15 June 1977, suggestion boxes will be placed

*in close proximity to* ~~behind~~ the guard desks at ~~the~~ <sup>the</sup> following buildings:

STATINTL

STATINTL

STATINTL

~~Headquarters~~  
Ames  
Chamber of Commerce

~~South~~  
Key

Employees working in other locations may forward their comments to:

"Suggestion Box"  
c/o Chief, Benefits and Services Division  
~~Headquarters Building~~

25X1A

*Suggestions & Comments*

4. ~~Comments~~ *Suggestions* may be submitted in any manner but should, if possible, be contained in a sealed envelope addressed to the appropriate office director or senior official. Envelopes received in this manner will be forwarded directly to the addressee unopened. *The envelope, however, need not be signed but if they are.* ~~If the comments are signed,~~ a response will be provided by the office to which the communication is addressed.

5. It is recognized that many of the comments will be of a classified nature and information through the Secret level may be deposited in these special suggestion boxes. *Suggestions are only material* Information classified above the Secret level or involving special clearance material ~~can~~ not be included at this time. *Can be delivered directly to the office of the*

*Chief, Binet & Services Bureau in Room 5086 Headquarters Building.*

6. I encourage each one of you to recognize this opportunity and look forward to the positive results that your comments will achieve.

STANSFIELD TURNER

D R A F T

D R A F T

STATINTL

MEMORANDUM FOR: [REDACTED]

SUBJECT : Suggestion Box for Employees

REFERENCE : Your Memo, dtd 29 April 1977

1. I am pleased to advise you of the action that has been taken on your recent suggestion to me concerning improved communication between employees and their office directors. The attached Memorandum for All Employees announces the implementation of a suggestion box program which is the direct product of your suggestion.

2. I hope that employees will accept this invitation to communicate with their office directors in the same fine spirit that prompted you to convey your thoughts to me. Such a free exchange will undoubtedly be a positive influence on us all and I thank you for having brought the idea to my attention.

STANSFIELD TURNER

Att



D R A F T

D R A F T

MEMORANDUM FOR: Director of Central Intelligence  
VIA : Deputy Director for Administration  
FROM : F. W. M. Janney  
Director of Personnel  
SUBJECT : Comment Box for Employees

STATINTL

1. Action Requested: That you approve the recommendations contained in paragraph 4.

2. Background: An employee, [REDACTED] submitted a suggestion to you that each office director have a box in which employees could deposit their comments, anything they wished to say, opinions or ideas, signed or unsigned. With your approval this idea was modified to provide that a box would be prominently located in close proximity to the main entrances of our buildings in the metropolitan Washington, D. C. area for an experimental period of three months. This would be preceded by the issuance of an Employee Bulletin describing the purpose and operation of the program. The Office of Personnel has coordinated the action necessary to implement this program with Security and Logistics.

3. Staff Position: It appears likely that this program could easily be confused with the Suggestion Awards Program unless careful attention is given to its title, procedures and terminology. We would propose that this activity be called the Comment Box (CB) Program. Reference to CB should gain attention,

SUBJECT: Comment Box for Employees

with so much current interest in CB radios, and emphasizes the communications aspect of the Program.

Since many of the comments may contain classified information, proper security safeguards are important. There is also a need to place the Comment Boxes in a neutral area where employees will have ready access without concern that office management is involved or observing participants. It is our conclusion that the Security Receptionist areas would provide the best location for Comment Boxes. The Receptionists are located near the front entrances to the following buildings:

STATINTL

Headquarters  
Ames  
Chamber of Commerce  
[REDACTED]

[REDACTED]  
South  
Key  
[REDACTED]

STATINTL

STATINTL

In keeping with this concept, we would ask employees in other locations to use the office mail system to forward their comments to:

Comment Box Program  
c/o Chief, Receptionist  
Headquarters Building  
[REDACTED]

25X1A

There is not a secure or easily managed system available through which comments could be made that include information classified above the Secret level or involving special clearance material. A limitation to Secret level or below should not, however, hamper the submission of comments.

STATINTL

The Suggestion of [REDACTED] envisions a system in which the employee making a comment has a specific office in mind. [REDACTED] could plan to forward the

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SUBJECT: Comment Box for Employees

comment to the designated office from a control point without review. It is planned that the Receptionists will forward all materials received in the CB Program to the Office of Personnel for control and routing purposes. Those comments that are not designated for a specific office will be reviewed by a personnel officer who will determine appropriate distribution.

It is believed that offices should respond to individuals who identify themselves when submitting comments to the CB Program. Those individuals who do not identify themselves will have no direct way to learn of the outcome or impact of their comments. In order to provide some form of feedback, we will ask employees to assign a letter and three digit number (i.e. C 409) of their own choosing to identify their comments. We will then post information such as the following on the Official Bulletin Boards on a biweekly basis:

## CB Program

<u>Number</u>	<u>Forwarded To</u>	<u>Date</u>
C 409	Director of Training	18 May 77
M 117	Chief, EA Division	16 May 77

4. Recommendation: It is recommended that you approve implementation of the Comment Box (CB) Program, sign the attached Employee Bulletin announcing the Program and sign the attached memorandum to the suggestor, 

STATINTL

F. W. M. Janney/

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Atts

D R A F T

D R A F T

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SUBJECT: Comment Box for Employees

CONCUR: \_\_\_\_\_  
Deputy Director for Administration

Date: \_\_\_\_\_

APPROVED: \_\_\_\_\_  
Director of Central Intelligence

DISAPPROVED: \_\_\_\_\_  
Director of Central Intelligence

Date: \_\_\_\_\_

Distribution:  
0 - Return to D/Pers  
1 - DDCI  
1 - ER  
2 - DD/A  
1 - D/Pers  
1 - C/BSD

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D R A F T

D R A F T

CIA Letterhead

MEMORANDUM FOR ALL EMPLOYEES

1. I have invited all employees to direct written and private communications to me whenever there are comments of a constructive nature that you wish to be brought to my attention. One recent memorandum contained a suggestion that boxes be provided in which employees could place their written comments, opinions or ideas. It was further suggested that these comments would be addressed to office directors or equivalent levels of senior management.

2. There is a need to open more personalized communications in the Agency and I believe that this suggestion of comment boxes has considerable merit. I have, therefore, directed that such a program be implemented on a trial basis for 90 days. In order to emphasize the communications aspects of the program, it will be called the Comment Box (CB) Program.

3. Beginning 15 June 1977, Comment Boxes will be placed in the Security Receptionist areas of the following buildings:

STATINTL

Headquarters  
Ames  
Chamber of Commerce

South  
Key

STATINTL

STATINTL

Employees working in other locations may forward their comments to:

Comment Box Program  
c/o Chief, Receptionist  
Headquarters Building  
[REDACTED]

25X1A

4. Comments may be submitted in any manner but should, if possible, be contained in a sealed envelope addressed to the appropriate office director or senior official. Envelopes received in this manner will be forwarded directly to the addressee unopened. If the comments are signed, a response will be provided by the office to which the communication is addressed.

5. In order to provide some form of feedback, regardless of whether the comments are signed or unsigned, we ask that you assign a letter or three digit number of your choice (e.g. C 409) to your comment. Indicate this identification in the upper left hand corner of your envelope. Information will be posted on the Official Bulletin Boards on a biweekly basis indicating the identification numbers of comments received, the office director to which the comments were sent and the date forwarded.

6. It is recognized that many of the comments will be of a classified nature and information through the Secret level may be included in the CB Program. Information classified above the Secret level or involving special clearance material cannot be included at this time.

7. I encourage each one of you to recognize this opportunity and look forward to the positive results that your comments will achieve.

STANSFIELD TURNER  
Director

D R A F T

D R A F T

STATINTL

MEMORANDUM FOR: 

SUBJECT : Comment Box for Employees

REFERENCE : Your Memo, dtd 29 April 1977

1. I am pleased to advise you of the action that has been taken on your recent suggestion to me concerning improved communication between employees and their office directors. The attached memorandum for all employees announces the implementation of the Comments Box Program which is the direct product of your suggestion.

2. I hope that employees will accept this invitation to communicate with their office directors in the same fine spirit that prompted you to convey your thoughts to me. Such a free exchange will undoubtedly be a positive influence on us all and I thank you for having brought the idea to my attention.

STANSFIELD TURNER

3 May 1977

MEMORANDUM FOR: Director of Central Intelligence

FROM: John F. Blake  
Deputy Director for Administration

SUBJECT: Employee Suggestion

1. Action Requested: That you approve a revision to an employee's recommendation concerning the submission of suggestions.

2. Background:

On Saturday, 30 April, you gave me the attached suggestion by an employee. In essence, it recommends:

"Each office director could have a box in which employees could deposit their comments, anything they wish to say, opinions or ideas, signed or unsigned."

I believe there is merit in the principle of the suggestion, but also believe that some revision to the implementing details will offer an opportunity for a more successful program. There are approximately 40 operating components in the Agency which are headed either by office directors or, in the case of DDO, by division chiefs. A considerable number of these components are not all collocated and in certain cases units of a given component are located in as many as five different physical locations. This physical dispersion would make it somewhat difficult for a great number of employees to have access to the suggestion box. Secondly, there may be some reticence on the part of certain employees to deposit a suggestion in a receptacle which is located near or could be under the physical observance of either the office director or members of his immediate staff.

I would suggest that for an experimental period of three months we operate in the following fashion. An "Employee Suggestion Box" prominently located and highly visibly marked be put in close proximity to the main entrances of all our buildings in the metropolitan Washington area. Arrangements would be made at the close of business each day to have the box emptied and its contents delivered to a central point. This program would be preceded by the distribution of an Employee Bulletin which describes its operation. That bulletin would say, among other things, that the



suggestion could be put in an envelope and addressed to any operating component head by name. If the suggestion were more in the nature of a general Agency contribution and the employee could not identify the proper action office, I would assume the responsibility in this Directorate of establishing a point to determine the proper recipient of the suggestion for action. There are certain other details that would have to be worked out, such as the proper security safeguards because some of the suggestions could be of a classified nature; appropriate type receptacles would have to be designed and fabricated; etc. I foresee no great difficulties and, hopefully, only an expenditure of a modest amount of funds.

3. Recommendation: It is recommended that you approve the placing of "Employee Suggestion Boxes" at the main entrances to our buildings in the metropolitan Washington area and the development of an Employee Bulletin, for your signature, which announces the operation of this plan on an experimental three-month basis.

/s/ John F. Blake

John F. Blake

Att

APPROVED: \_\_\_\_\_  
Director of Central Intelligence

DISAPPROVED: \_\_\_\_\_  
Director of Central Intelligence

DATE: \_\_\_\_\_

Distribution:

Orig - DCI (for return to DDA)

1 - DCI

1 - DDCI

1 - ER

✓ 1 - DDA Subject w/att

1 - DDA Chrono

1 - JFB Chrono

DDA:JFB1ake:kmg (3 May 77)

177-7517

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TO: ADMIRAL STANSFIELD TURNER

I would like to offer a suggestion to you that I think might help to improve the CIA. You have invited people to give you their comments, suggestions, etc., in letters to you, signed or unsigned. I was thinking that it might be helpful to have the same set-up in each office, of which I think there are 35. Each office director could have a box in which employees could deposit their comments, anything they wish to say, opinions or ideas, signed or unsigned. The system should be readily accessible, and one that could be used all year round. If this were a highly encouraged project, I think people would have a high tendency to use it. Thank you.



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D R A F T

D R A F T

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SUBJECT: Comment Box for Employees

with so much current interest in CB radios, and emphasizes the communications aspect of the Program.

*already covered*

Since many of the comments may contain classified information, proper security safeguards are important. There is also a need to place the Comment Boxes in a neutral area where employees will have ready access without concern that office management is involved or observing participants. It is our conclusion that the Security Receptionist areas would provide the best location for Comment Boxes. The Receptionists are located near the front entrances to the following buildings:

STATINTL

*No. 1 desk*  
*Engel*

Headquarters  
Ames  
Chamber of Commerce  
[redacted]

[redacted]  
South  
Key  
[redacted]

STATINTL

STATINTL

In keeping with this concept, we would ask employees in other locations to use the office mail system to forward their comments to:

*Code word suggested to be used*  
*No*

Comment Box Program  
c/o Chief, Receptionist  
Headquarters Building  
Room 1E 20

*o/p signed point*

There is not a secure or easily managed system available through which comments could be made that include information classified above the Secret level or involving special clearance material. A limitation to Secret level or below should not, however, hamper the submission of comments.

STATINTL

The Suggestion of [redacted] envisions a system in which the employee making a comment has a specific office in mind. We would encourage this and would plan to forward the

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SENDER WILL CHECK CLASSIFICATION TOP AND BOTTOM			
UNCLASSIFIED		CONFIDENTIAL	
<b>OFFICIAL ROUTING SLIP</b>			
TO	NAME AND ADDRESS	DATE	INITIALS
1	Deputy Director for Administration		
2	██████████ Headquarters		
3			
4			
5			
6			
ACTION		DIRECT REPLY	PREPARE REPLY
APPROVAL		DISPATCH	RECOMMENDATION
COMMENT		FILE	RETURN
CONCURRENCE		INFORMATION	SIGNATURE
<b>Remarks:</b>			
For your approval.			
We understand that Bob Gambino is preparing a paper on this subject for DDA consideration.			
FOLD HERE TO RETURN TO SENDER			
FROM: NAME, ADDRESS AND PHONE NO.			
Director of Personnel			
UNCLASSIFIED		CONFIDENTIAL	

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UNCLASSIFIED

INTERNAL  
USE ONLY

CONFIDENTIAL

SECRET

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## ROUTING AND RECORD SHEET

SUBJECT: (Optional)

DD/A Registry

Comment Box for Employees

77-2932

FROM:

F. W. M. Janney  
Director of Personnel  
[REDACTED] Headquarters

EXTENSION

NO.

PERS 77-1652

DATE

23 MAY 1977

TO: (Officer designation, room number, and building)

DATE

OFFICER'S  
INITIALS

COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)

RECEIVED

FORWARDED

1. Deputy Director  
for Administration  
[REDACTED] Headquarters

23 MAY 1977

[Signature]

Attached are draft memoranda concerning the suggestion made to the Director that comment boxes be established for office directors.

2.

3.

ADDA

26 MAY 1977

[Signature]

4.

DDA-D/OP

5.

6.

7.

8.

9.

10.

11.

12.

13.

14.

15.

STATINTL

[REDACTED]  
F. W. M. Janney

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SECRET

CONFIDENTIAL

INTERNAL  
USE ONLY

UNCLASSIFIED

☐ UNCLASSIFIED

☐ INTERNAL  
USE ONLY

☐ CONFIDENTIAL

☐ SECRET

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DD/A Registry  
File 3-1

SUBJECT: (Optional)

DD/A Registry

77-2932

Comment Box for Employees

FROM:

F. W. M. Janney  
Director of Personnel  
[REDACTED] Headquarters

EXTENSION

NO.

PERS 72-1652

DATE

23 MAY 1977

TO: (Officer designation, room number, and building)

DATE

RECEIVED

FORWARDED

OFFICER'S  
INITIALS

COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)

1. Deputy Director  
for Administration  
[REDACTED] Headquarters

2.

3.

4.

5.

6.

STATINTL

7.

8.

9.

Distribution:

10. Orig & 1 - DDA  
1 - D/Pers  
1 - C/BS

11.

OP/BS [REDACTED] jp (23 May 77)

12.

13.

14.

15.

Attached are draft memoranda concerning the suggestion made to the Director that comment boxes be established for office directors.

[REDACTED]  
F. W. M. Janney

STATINTL

ER Check of 5/11.

DDA 77-2506 to DCI fr DDCI on 5/9/77.